CONCORDIA UNIVERSITY

MINUTES OF THE OPEN SESSION OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 23 November 1994, immediately following the Closed Session, in Room AD 308, Loyola Campus

Attendance

Present: Mr. Reginald K. Groome, *Chairman*, Dr. Tannis Arbuckle-Maag, Dr. Charles Bertrand, *Interim Rector and Vice-Chancellor*, Mr. Brian Aune, Dr. Michael Brian, Mr. Alex Carpini, Mr. Jonathan Carruthers, Dr. Leonard Ellen, Me Pierre Fregeau, Me André Gervais, Ms. Marika Giles, Mr. Leo Goldfarb, Prof. Gerald Gross, Dr. Henry Habib, Mr. Peter Howlett, Mr. Frank Knowles, Mr. Ronald Lawless, Mr. Daniel Leibu, Sister E. McIlwaine Ph.D., *Vice-Chairwoman*, Mr. Donald W. McNaughton, Mr. Jacques Ménard, Mr. Eric Molson, *Chancellor*, Mr. Brian Neysmith, Ms. Susan O'Connell, Dr. Peter Pitsiladis, Mr. Jean-François Plamondon, Mrs. Miriam Roland, Mr. Humberto Santos, Mr. Claude I. Taylor, *Vice-Chairman*, Ms. Susan Woods

Officers of the University: Me Bérengère Gaudet, Dr. Robert Parker, Dr. Harald Proppe

Absent: Mr. Dominic D'Alessandro, Ms. Marianne Donaldson, Mr. Ajay Gupta, Dr. Jeremiah Hayes, Mr. Paul Ivanier, Me George Lengvari, Mr. Richard Renaud, Mr. Brian Steck, Mr. William W. Stinson, Ms. Lillian Vineberg

Guests: Mr. John Economides, Mr. James Smith

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

BG-94-10-D70 Proposed amendments to the University By-Laws
BG-94-10-D71 Proposed resolution from the University Advancement Committee regarding the Capital Campaign
BG-94-10-D72 Explanatory document concerning the Capital Campaign Budget
BG-94-10-D73 1994-1995 Provisional Supplementary Operating Budget
BG-94-10-D74 Statement of clarification of Article 25 of the Rules and Procedures of Advisory Search Committees
BG-94-10-D75 Letter from the Assistant to the Dean of the Faculty of Cornmerce and Administration nominating a representative of the Faculty on the Search Committee for a Vice-Rector, Institutional Relations and Finance
BG-94-10-D76 Letter from the Associate Vice-Rector, Services (Student Life) regarding the composition of the Concordia Council on Student Life

1. Call to Order

The Open Session was called to order at 8:07 p.m.

1.1 Chairman's remarks

The Chairman waived his remarks.

1.2 Approval of the Agenda

The Agenda was approved with two changes: the report of the Advancement Committee (Item 11.1) would be presented along with Item 5, Approval to postpone the Capital Campaign; and a progress report on the Annual Giving Campaign was added as Item 9(a).

1.3 Approval of the Minutes of the Open Session of the previous meeting (19 October 1994)

Upon motion duly moved and seconded (Habib, Fregeau), it was unanimously RESOLVED:

R94-104 *THAT the Minutes of the Open Session of the previous meeting, held on 19 October 1994, be approved.*

2. Business arising from the Minutes

There was no business arising from the Minutes.

3. Approval of Special By-Law "F" regarding the indemnification of Governors and Officers

Upon motion duly moved and seconded (Bertrand, Aune), it was unanimously RESOLVED:

R94-105 *WHEREAS the University's Board of Govemors is called upon to make decisions on complex matters, in a context of increasing statutory obligations imposed by governments on public bodies;*

WHEREAS Concordia's Governors act for the University on a voluntary basis and should be protected from the financial consequences of actions and decisions made by them in good faith and in the best interests of the University; and

WHEREAS the Board of Govemors wishes to establish a new University by-law for the foregoing purposes, and the present By-Law shall be known as "Special

By-Law "F" regarding the Indemnification of Govemors and Officers";

BE IT RESOLVED THAT

1.1 Concordia University shall indemnify each member of its Board of Govemors and each of the Officers of the University as defined in Article 23 of the University By-laws, as well as his or her agents, heirs, successors or legal representatives, if any, from and against all costs, charges and expenditures incurred by that person:

(a) with respect to any action, lawsuit, claim or legal proceedings of a civil or administrative nature, initiated by a third party against that person in connection with any act, deed or matter performed, done or authorized by that person in the exercise of his or her duties or as a result of holding office, including any and all sums paid in settlement of litigation or to execute a Court judgment, except in any case where the person in question committed an act of gross negligence, a fault which is unrelated to the duties of office, or fraud. Concordia University may advance funds with respect to any costs, charges or expenditures so incurred, subject to the obligation of that person to reimburse any sums of money so paid, in the event that the person committed an act of gross negligence, a fault which is unrelated to the duties of office, or fraud; and

(b) with respect to any action, lawsuit, claim or legal proceedings of a civil or administrative nature, initiated against that person by Concordia University or by any person or body acting on its behalf and in its name, in connection with any act, deed or matter performed, done or authorized by that person in the exercise of his or her duties or as a result of holding office, unless Concordia University is successful therein. Should Concordia University be successful only in part, the Court or adjudicating body shall be entitled to determine the amount of costs, charges and expenditures for which that person shall be indemnifed; and

(c) with respect to any action, lawsuit, claim or legal proceedings of a penal or criminal nature, initiated against that person in connection with any act, deed or matter performed, done or authorized by that person in the exercise of his or her duties or as a result of holding office, if that person was released or acquitted, or if that person had reasonable grounds for believing that his or her behaviour was lawful.

1.2 Concordia University shall assume all obligations set out in paragraph 1.1 in relation to any member of its Board of Govemors or to any of the Officers of the University, who, upon its request, acts in these capacities for a legal person of which the University is a shareholder or creditor.

1.3 The present By-law constitutes an enforceable undertaking and its provisions are enacted for the benefit of each member of the Board of Govemors and each of the Officers of the University who, by the mere fact of acceptance of office, are deemed to have consented thereto.

1.4 The amendment or revocation of the present By-law shall not have the effect of depriving any member of the Board of Govemors or any Officer then holding office of any benefit conferred by the present By-law.

4. Approval of amendments to Articles 33, 39, 42, 43, 44 and 45 of the University By-Laws

Upon motion duly moved and seconded (Habib, Fregeau), it was unanimously RESOLVED:

R94-106 *WHEREAS the members of the Board of Govemors were given Notice of Motion on 3 November 1994, in conformity with Article 46 of the University By-Laws, of the intent to propose certain amendments to the By-Laws of Concordia University for approval by the Board; and*

WHEREAS each of the following amendments carries out the textual adjustments required by a resolution previously adopted by the Board of Govemors;

BE IT RESOLVED

THAT Articles 33, 39, 42, 43, 44 and 45 of the By-Laws of Concordia University be amended as follows:

*THAT the second sentence of Article 33, Section X be revised to read "There shall be twelve (12) Standing Committees of the Board, namely: Audit Committee, Budget Committee, Collective Bargaining Committee, Communications Committee, Executive Committee, Graduation Ceremonies Committee, Nominating Committee, **Personnel Committee**, Real Estate Planning Committee, Review Committee, Senior Salaries Committee, University Advancement Committee" pursuant to Board resolutions R93-69 and R94-15;*

*THAT paragraph (g) of Article 39, Section XI be revised to read "**The Dean of the School of Graduate Studies**" pursuant to Board resolution R91-94;*

*THA T paragraph (v) of Article 39, Section XI be revised to read "**The Associate Vice-Rector, Services (Student Life)**"; pursuant to Board resolution R92-34;*

*THAT paragraph 1(iv) of Article 42, Section XI be revised to read "[Senate shall have the power to] delegate any of its responsibilities to the Faculty Councils or the **Council of the School of Graduate Studies**; receive, consider, and act upon the reports of those bodies;" pursuant to Board resolution R91-94;*

*THAT paragraph 1(vi) of Article 42, Section XI be revised to read "[Senate shall have the power to] consider and approve or deny recommendations from the Faculty Councils and the **Council of the School of Graduate Studies** conceming academic programmes in the following regards:*

a) any changes, additions or deletions in the curriculum for degrees, diplomas or certificates, whether graduate or undergraduate;

b) any changes, additions or deletions in honours, major or other programmes, whether graduate or undergraduate;
c) any changes, additions or deletions in course offerings, whether graduate or undergraduate.

In these matters, Senate may amend recommendations from the Faculty Councils or the ***Council of the School of Graduate Studies*** *but no amended recommendation shall take effect until it has been accepted by the body that originated it.", pursuant to Board resolution R91-94;*

THAT paragraph 1(ix) of Article 42, Section XI be revised to read "[Senate shall have the power to] exercise appellate jurisdiction over the decisions and actions of the Faculty Councils, the ***Council of the School of Graduate Studies****, and Committees created by them and of the committees of Senate. Exceptionally, and notwithstanding any provisions herein to the contrary, in the case of appeals with regard to cheating, plagiarism, and other academic offenses, the Senate Appeals Committee on Academic Misconduct shall be possessed of final authority;", pursuant to Board resolution R91-94;*

THAT paragraph 1(x) of Article 42, Section XI be added, to read "[Senate shall have the power to] ***establish policies and procedures for appealing academic decisions****.", pursuant to Board resolution R91-94;*

*THAT the second sentence of Article 43, Section XII be revised to read "****There shall be a School of Graduate Studies****.", pursuant to Board resolution R91-94;*

*THAT the second sentence of Article 44, Section XII be revised to read "****The administrative head of the School of Graduate Studies shall be the Dean of the School of Graduate Studies****.", pursuant to Board resolution R91-94;*

*THAT the second sentence of Article 45, Section XII be revised to read "S****imilarly, the academic affairs of the School of Graduate Studies shall be conducted by the Council of the School of Graduate Studies, the composition and powers of which are set out in Document A-32****.", pursuant to Board resolution R91-94; and*

*THAT the third sentence of Article 45, Section XII be revised to read "****The Faculty Councils and the Council of the School of Graduate Studies shall report to Senate****", pursuant to Board resolution R91-94.*

5. Approval to postpone the Capital Campaign and approval of the proposed budget for the continuation of pre-Campaign preparations and planning

The Chairman of the University Advancement Committee, Dr. Ellen, reported that because the Committee's meeting of 26 October 1994 was its first since January, there were several important items on the Agenda.

Dr. Ellen said that, in July 1994, he and the senior administrators had heard a report from the consulting firm commissioned to carry out a feasibility study on the Capital Campaign. The consultant reported on its evaluation of the proposed $75 million Campaign based on the Draft Table of Needs and a summary Case for Support, and made the following recommendations: (i) postpone the Campaign until 1996 when a new Rector is installed and, ideally, the Québec referendum is behind us; (ii) reduce the goal, for planning purposes, to $50 million; (iii) continue research and review of prospective donors and implement an intensive and highly targeted programme to strengthen the affinity of prospective major donors; (iv) conduct a Campaign Readiness Appraisal in late 1995 or early 1996; (v) aim to start campaign activity in 1996 and project completion time for two and one-half years after start-up. The recommendations were adopted unanimously.

A proposed supplementary budget of $0.725 million for the extended pre-Campaign period was reviewed and approved for recommendation to the Board of Governors; these expenses, Dr. Ellen reminded the Board, are financed through income earned on pledges and donations.

He reported that the Committee had discussed a third item related to the Capital Campaign -- the Case for Support which was developed using the (Draft #16) Table of Needs. Based on the decision to reduce the Campaign goal to $50 million, planning would address only the first of the two slices of the Table of Needs (originally envisioned to be $50 million and $25 million respectively). The Committee agreed that the revised Case for Support should also take account of lessening enthusiasm among prospective donors for "bricks and mortar" projects.

As the time-horizon had been pushed back and the projected global amount reduced by 33%, a faculty member asked how the allocation of funds would be handled. Dr. Ellen answered that a new ranking of priorities would be undertaken after the appointment of a new Rector.

The Committee had briefly discussed the annual Private Funding Report which summarizes donations received. Dr. Ellen said the current year's objective was $4.217 million, a substantial increase over last year's goal of $2.819 million.

Dr. Ellen explained that Concordia's Endowment Investment Committee supervises the management, by Gryphon Investment Counsel, of an investment pool of about $10 million. The Advancement Committee will recommend, to the Board, transfer of the investment pool to the Concordia University Foundation when the investment accounting prograrnrne is fully and effectively integrated into the CUFS system, which, it was hoped, would occur within the present fiscal year.

A final agenda item comprised adoption of a set of donor recognition policies designed to stimulate interest in higher levels of giving.

Upon motion duly moved and seconded (Ellen, Ménard), it was unanimously RESOLVED:

R94-107 *WHEREAS, on 17 June 1992, the Board of Govemors approved the undertaking of a Capital Campaign, approved in principle the budget for the Campaign, and approved the budget for the pre-Campaign phase;*

WHEREAS the University Advancement Committee of the Board has received the Feasibility Study Report on the Capital Campaign, which recommends that the Campaign be postponed until 1996 after a Campaign Readiness appraisal has been conducted;

WHEREAS it is important that the Office of University Advancement's preparations for the Campaign continue, in particular with respect to donor prospect identification and research, friend-raising, campaign planning and staff training;

BE IT RESOLVED

THAT, on the recommendation of the University Advancement Committee, the Capital Campaign be postponed until 1996; and

THAT the proposed budget for continuation of the pre-Campaign preparations and planning, as outlined in Document BG-94-10-D72, be approved.

6. Tabling of a 1994-1995 Provisional Supplementary Operating Budget

Upon motion duly moved and seconded (Aune, Carpini), it was unanimously RESOLVED:

R94-108 *WHEREAS the Operating Budget for 1994-95 was adopted by the Board of Governors on 22 June 1994;*

WHEREAS the University was inforrned on 31 May 1994 that Concordia's grant revenues would be reduced by $800,000; and

WHEREAS it was stated in June 1994 that a Supplementary Operating Budget would be prepared in the fall to specify the allocation of this reduction in Concordia's grant, and a Provisional Supplementary Operating Budget for 1994-95 has been submitted;

BE IT RESOLVED

THAT, on the recommendation of the Budget Committee, the Provisional Supplementary Operating Budget for 1994-1995 set out in Document BG-94-10 D73 be tabled and referred to Senate.

7. Clarification of Article 25 of the Rules and Procedures for Advisory Search Committees

Mr. Groome said he had requested the Taylor/Habib Task Force to reconvene, to address questions raised by the advisory search committees currently engaged in applying the

new Rules and Procedures; these questions concerned, especially, the process envisioned for community consultation with short-listed candidates. Mr. Taylor and Dr. Habib met on 15 November 1994 to clarify the intent of Article 25, and define parameters for the consultation process. The Chairman reported that their Statement of Clarification was presented to the Executive Committee, which was recomrnending it to the Board for approval.

Upon motion duly moved and seconded (Taylor, Habib), it was unanimously RESOLVED:

R94-109 *WHEREAS, at its meeting held on 16 March 1994, the Board of Govemors adopted the Rules and Procedures for Advisory Search Committees based on the recommendations of the Taylor/Habib Task Force to revise the recommendations of the Ad Hoc Committee for the Revision of the Composition, Rules and Procedures for Evaluation Committees and Advisory Search Committees; and*

WHEREAS advisory search committees presently applying the Rules and Procedures have raised some questions about precisely how they ought to be applied after a short list of candidates has been selected; and

WHEREAS, upon request of the Chairman of the Board, the Taylor/Habib Task Force reconvened to review Article 25 of the Rules and Procedures for Advisory Search Committees and has prepared a Statement of Clarification which is being recommended for approval by the Board;

BE IT RESOLVED

THAT, on the recommendation of the Taylor/Habib Task Force, the Statement of Clarification of Article 25 of tlle Rules and Procedures for Advisory Search Committees, outlined in Document BG-94-10-D74, be approved.

Because the Vice-Rector, Academic, is of at least equal importance for the academic sector as is the Rector, a faculty member said candidates for the position of ViceRector, Academic, ought to address the same audience as will those for the position of Rector. He proposed that when the new Rules are first reviewed, the forum for consultation with candidates for the position of Vice-Rector, Academic, should be enlarged.

8. Election of a faculty member to the Advisorv Search Committee for a Vice-Rector, Institutional Relations and Finance

Upon motion duly moved and seconded (Pitsiladis, Santos), it was unanimously RESOLVED:

R94-110 *That Dr. T Jerry Tomberlin be elected to represent the Faculty of Commerce and Administration on the Advisory Search Committee for a Vice-Rector, Institutional Relations and Finance, thus completing the Committee's membership.*

9. Approval of changes in the membership of the Concordia Council on Student Life (CCSL) and in the method of appointment and duration of terms of members R94-110

Upon motion duly moved and seconded (Bertrand, Leibu), it was unanimously RESOLVED:

R94-111 *WHEREAS, at its meeting held on 14 October 1994, the Concordia Council on Student Life (CCSL) approved changes to its composition and the method of appointment of the membership which necessitate revision of the text of Official Document A-40, as follows:*

(i) that, in paragraph 2.2 (Membership), the Dean of Students be identified as "Vice-Chair";

(ii) that, in paragraph 2.2 (Membership), the phrase "Two full-time professional Student Senoices staff members" be replaced with "Two full-time Student Services staff members (one professional, one support)";

(iii) that, in paragraph 3.1 (Student Services Staff), the word "professional" be removed from the first sentence, so that it reads: "Staff members shall be elected by the full-time staff of the Student Services directorates and shall serve a two year term, from 1 September to 31 August.", and

WHEREAS the CCSL derives its authority from the Board of Govemors and is seeking the Board's approval of the foregoing revisions;

BE IT RESOLVED

THAT the foregoing changes to the composition of the CCSL and the revisions to Official Document A-40, "The Concordia Council on Student Life", as outlined in Document BG-94-10-D76, be approved.

9.(a) Progress Report on the 1994-1995 Annual Giving Programme

Mr. Ménard, Chair of the 1994-1995 Annual Giving Programme, reported that, to date, the Programme had achieved 25% of its goal of $1.2 million. On 7 November 1994, under the leadership of Mr. John Monroe, the second annual Toronto alumni phonathon raised almost twenty-five thousand dollars in pledges -- 97% of its objective, Mr. Ménard said. The annual Concordia Shuffle was also a great success, strengthened by the contributions of Mr. Santos and Mr. Renaud.

Mr. Ménard explained that the task of canvassing Board members will be shared, as usual, between the Chair of the Leadership Names Division, Mr. Renaud, and the General Chair of the Programme. So far, only one of the forty Governors had made a pledge; Mr. Ménard said that he and Mr. Renaud were intent upon achieving one-hundred percent participation this year. They would be in contact with all Board members soon.

10. Progress reports of the Advisory Search Committees

10.1 Advisory Search Committee for a Rector and Vice-Chancellor

The Chairman of the Advisory Search Committee for a Rector, Mr. Groome, told the Board that the Search Committee had held four meetings since his October 1994 report to the Board.

At the first two of these meetings, held on 27 and 31 October, a good deal of time was devoted to discussing individual members' views regarding the problems facing Concordia, and identifying the skills required to address them successfully. Some of the Committee members had consulted their constituencies, and summarized their responses. Mr. Groome said the Committee also reviewed current applications and nominations, based on an updated list of candidates provided by the consultant, Mr. Beaupré.

At the 7 November meeting, the Committee began to rank applicants and eliminate those who were not qualified. Ten candidates, both male and female, were presently under serious consideration; these individuals were being interviewed by the consultant who would present his views to the Committee. Subsequent interviews would be conducted by the Committee membership.

At the meeting held on 21 November 1994, procedures and interview methods were discussed. Mr. Groome reported that the Committee had, by that time, received letters from CUFA, the Chairs' Caucus and the Concordia Student Union requesting opportunities to meet with short-listed candidates for the position of Rector. As well, the Consultative Committee on Employment Equity had written to recommend that candidates be assessed on their past performance regarding equity issues.

The Chairman said two full-day meetings had been scheduled for early December.

10.2 Advisory Search Committee for a Vice-Rector, Academic

Sister McIlwaine, Committee Chairwoman, reported. Two meetings had been held in November. At the first, the Advisory Search Committee for a Vice-Rector, Academic, heard a progress report and received a revised candidate listing from Mr. Beaupré. The Committee discussed the status of the dossiers, and considered enhancing the position profile. Other subjects of discussion included interpretation of the rule regarding community involvement in the selection process; proactive measures for attracting women candidates; and how input from the Rector ought to be incorporated into the selection process -- all of which were mandatory under the new rules.

At its most recent meeting, on 14 November 1994, the Committee undertook to group the applications into ranked categories. Sister McIlwaine told the Board that the consultant had been asked to commence interviewing candidates.

10.3 Advisory Search Committee for a Vice-Rector Institutional Relations and Finance

The Committee Chairman, Dr. Bertrand, reported that the Advisory Search Committee for a Vice-Rector, Institutional Relations and Finance, had met twice, on 31 October and 10 November 1994. At its first meeting, several topics were discussed: application of the new rules and procedures; use of an external consultant; and the recommendation of the Executive Committee to consider changing the position portfolio.

At a second meeting on 10 November 1994, executive search consultant Joe Beaupré and his associate, Ms. Nicole Fauré, were introduced to the membership. Dr. Bertrand said the meeting was also attended by two guests: Dr. Proppe, the Interim Vice-Rector, Institutional Relations and Finance, and Ms. Jocelyne Debonville, the Associate Vice-Rector, Finance. Dr. Proppe and Ms. Debonville provided valuable information and insight to assist the Committee in its continuing effort to evaluate the position profile.

10.4 Advisory Search Committee for a Dean, Faculty of Commerce and Administration

Mr. Santos, Chair of the Advisory Search Committee for a Dean of the Faculty of Commerce and Administration, reported. The Committee had met on eight occasions to date. Twenty-five applications were received; all internal applicants were interviewed by the consultant, as were qualified external applicants.

On 11, 12 and 13 November 1994, the Committee interviewed a number of candidates, of whom three were selected to compose the present short-list of individuals to be presented to Faculty Council on 25 November 1994. Mr. Santos said the Committee hoped to make its recommendation for a Dean of the Faculty of Commerce and Administration at the December meeting of the Board of Governors. He noted that the process had gone very smoothly.

A Committee member remarked that a summary questionnaire had been prepared to collect input from Faculty Council members after the meeting on 25 November; he was optimistic that it would be beneficial to the present selection process, and could be applied effectively by other advisory search committees as well. Mr. Groome advised that other committees were not obliged to use the procedure.

10.5 Advisory Search Committee for a Dean, Faculty of Engineering and Computer Science

Chairman Leo Goldfarb reported that the Advisory Search Committee for a Dean of the Faculty of Engineering and Computer Science had met on 27 October and 17 November 1994. At both meetings, the Committee concentrated on identifying the qualities felt to be most important for an incoming Dean of the Faculty, and was working toward developing an evaluation grid to be used in the assessment of candidates.

At its meeting of 17 November 1994, the Committee learned that a communiqué intended to appear in the Faculty newsletter had not been printed. It was agreed that an updated version would appear in the next issue, and a report would also be submitted for publication in Concordia's Thursday Report. Mr. Goldfarb said he would write to faculty members urging them to share ideas and suggest suitable candidates. He added that the

Committee had decided to extend the deadline for applications to 15 January 1995.

As Dr. Pitsiladis would be leaving the Board in January, he had submitted his resignation from the Search Committee. Mr. Goldfarb said he accepted the resignation with regret, as Dr. Pitsiladis had been a valuable Committee member. However, he was pleased that Dr. Arbuckle-Maag had agreed, upon request by the Chairman of the Board, to join the Committee at its next meeting on 15 December 1994.

11. Reports of Standing Committees

11.1 Advancement Committee

The report of the Advancement Committee was included under Item 5.

11.2 Benefits and Pension Committees

Mr. Lawless, Chairman of the Benefits Committee, reported that the Committee had met on 9 November 1994 to examine potential changes to the health insurance plan; it appeared possible to lower premiums while increasing the level of benefits by a modest increment.

The Pension Committee held its Annual General Meeting on 27 October 1994. Pursuant to the tenets of Bill 116, the Board of Governors receives reports from the Pension Committee but is not required to approve decisions governing the Pension Fund. Governors are regularly invited to the AGM to familiarize themselves with the issues surrounding the Fund's management, but very few had ever attended, Mr. Lawless said. The Annual Report and actuarial valuation of the Pension Fund would be mailed to Board members for their information.

11.3 Budget Committee

Budget Committee Chairman Brian Aune reported on the business of the Committee's meeting held on 17 November 1994. The main item on the agenda was the proposed Provisional Supplementary Operating Budget, which adjusts the operating budget approved by the Board in June 1994 to account for a $0.8 million shortfall in government revenues - news of which was received only on 31 May 1994. The University also faced unbudgeted expenses of $0.5 million, based on $0.8 in extraordinary costs, eased by $0.3 in savings -- the net effect being a considerably smaller surplus than was anticipated.

The Interim Vice-Rector, Institutional Relations and Finance, Dr. Proppe, was asked to describe the University's plan for distribution of the $0.8 shortfall. Dr. Proppe explained that the budgetary process was currently in transition, the Board having recently approved in principle a revised academic planning and budgetary process on the recommendation of Senate. Thus, the planning process was characterized by elements of both the former and the newly adopted techniques. He added that the provisional 1995-1996 operating budget would be developed according to the new method.

In the absence of any clear direction from the academic sector, the University Budget Operating Budget Committee had proposed to distribute the loss among the Faculties and the administration on a pro-rata basis. Before so doing, Dr. Proppe said, the $0.4 million budget allocation for development was reviewed and $0.3 million was consequently used to reduce the shortfall. However, $0.1 million of the development funds was retained for financial support for graduate students.

There remained $0.5 million mandatory savings to be distributed on a pro-rata basis. Dr. Proppe explained that the University has fairly good efficiency indicators for each Faculty; these are based on Faculty-specific ratios of revenues to expenses, which are calculated using a uniform methodology which incorporates several factors. Pro-rata reductions, to be applied against Faculty budgets, were adjusted slightly based on the variance between each Faculty's ratio and the University average. This proposal had been presented to the academic Deans, and was rejected; a copy of the letter conveying the Deans' views and their suggested alternative, had been distributed to the Governors.

Dr. Proppe said that a full-day meeting, to be held on 19 December 1994, would be dedicated to discussion among the Deans and the members of the Office of the Rector, about application of the shortfall and the broader context of the University's financial plans for the future.

Dr. Proppe pointed out that the fiscal year 1995-1996 would present a challenge of much greater magnitude. Whereas the Financial Framework approved by the Board in June 1994 assumed revenues would increase by $1.6 million, in fact a shortfall of $3.0 million was now expected; budget planning would have to accommodate a negative variance from projected revenues of approximately $5.0 million. This was due largely to falling enrolments.

Interim Rector Charles Bertrand said the immediate problems stemming from the current $0.8 million shortfall would be addressed in a deliberate and thorough fashion; the Provisional Supplementary Operating Budget would be discussed by Senate and SCAPP, and then brought to the Budget Committee of the Board and the Board for final approval, hopefully, in January 1995. Dr. Bertrand recommended treating these deliberations as a rehearsal of the process to be undertaken in earnest next year.

The document returned to the Board might differ substantially from the original, Dr. Bertrand said; our financial situation was extremely serious and called for a fundamental re-examination of the University's priorities in light of its academic mission.

11.4 Communications Committee

Committee Chairwoman Susan Woods reported on the meeting of the Communications Committee held on 2 November 1994. She said an ambitious program was being launched to improve communications and morale within the University, which would include continuing the practice of holding informal community meetings with the Rector or other senior administrators. An evening retreat for the Board of Governors was being considered to promote better understanding and integration among its members. Ms.

Woods said the University would establish a "speakers bureau", comprising a list of inside experts who could be called upon by the external media to share expertise on a variety of subjects.

The Communications Committee would also sponsor short, periodic presentations to the Board about topical events and activities taking place in the University.

Finally, Ms. Woods noted that Concordia's 9 November 1994 convocation ceremony with guests, the Honourable Joe Clark and Mr. Matthew Barrett, attracted excellent media coverage for the University.

11.5 Graduation Ceremonies Committee

The Committee Chairman, Chancellor Eric Molson, reported on the business of the 3 November 1994 meeting of the Graduation Ceremonies Committee. At that meeting, the Committee approved nominations for recipients of honorary degrees at the June 1995 convocation ceremonies. Nominations were received from three Faculties and several individuals. It was expected that a nomination would be received from the Faculty of Engineering and Computer Science at a later date. All going well, the nominations would be recommended to Senate for approval and returned to the Board for approval at the 21 December 1994 meeting.

Mr. Molson said the Committee also discussed improving the system whereby nominations are solicited and approved.

11.6 Personnel Committee

Committee Chairman Peter Howlett reported that on 9 November 1994 the Personnel Committee began a review of the University's administration of faculty personnel recommendations. There was nothing to report to date.

12. Report of the Interim Rector

Dr. Bertrand said he had nothing to report in his capacity as Interim Rector.

13. Reports of the Vice-Rectors

13.1 Interim Vice-Rector, Academic, Dr. Parker, informed the Board that the controversy generated by an evaluation process undertaken by some members of the Faculty of Commerce and Administration had been resolved. Two questions were presently under consideration, he said: the first being "how is the confidentiality of information gathered in such evaluations and surveys protected under the law?"; and the second, "does the mandate of the Faculty Councils authorize them to evaluate, or conduct evaluations of, the performance of faculty or administrators?"

13.2 The Vice-Rector, Services, Dr. Bertrand, said he had nothing to report.

13.3 The Interim Vice-Rector, Institutional Relations and Finance, Dr. Proppe, spoke briefly about the recent launch of an internal promotional campaign featuring testimonials from employees and students at Concordia, about Concordia. Seven different posters, each bearing photographs and inspirational quotes from three members of the Concordia community, could be seen on both campuses. Dr. Proppe said the goal of the project, an initiative of the Public Relations Department, was to improve morale within the University.

14. Correspondence

There was no correspondence.

15. Any other business

The Chairman expressed his pleasure at having had the company of Governors Emeriti John Economides and James Smith, for this evening's meeting, and thanked them, again, for their distinguished service to Concordia University.

16. Date of next meeting

The next regular meeting of the Board will be held at 8:00 a.m., on 21 December 1994, at the SGW Campus.

17. Adjournment

The meeting adjourned at 9:27 p.m.

Me Bérengère Gaudet
Secretary of the Board of Governors